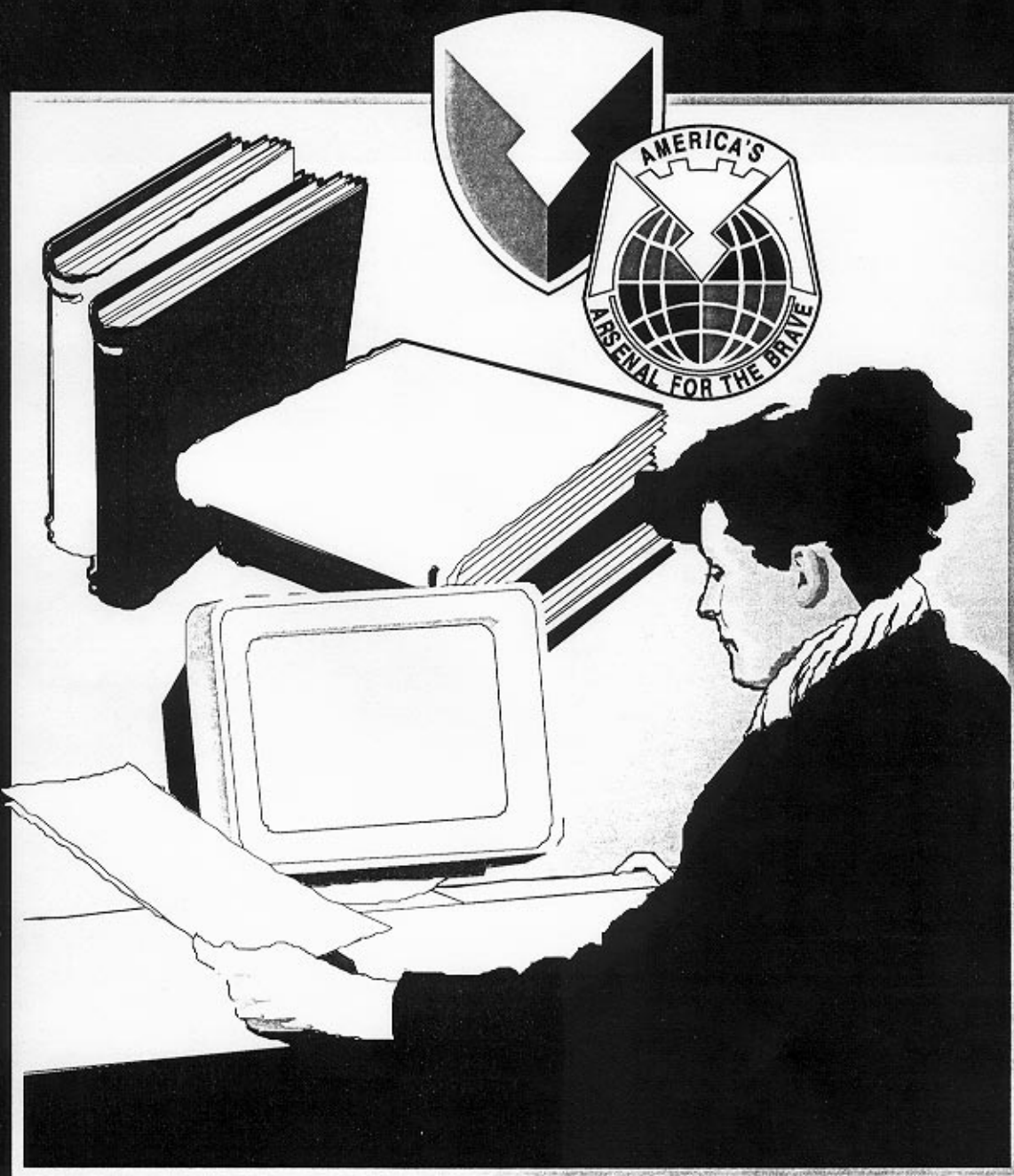


ACQUISITION & PLAIN ENGLISH



U.S. ARMY MATERIEL COMMAND
AMC PAMHLET 715-3
VOLUME 7

FOREWORD

Read this pamphlet if you'd like to:

- ** boost productivity,
- ** write better RFPs, specifications, and documents,
- ** streamline the acquisition process, and
- ** help small and commercial firms understand our solicitations.

It explains how plain English can help you meet these goals, without a big investment in time or training.

Although I can't predict the future, as we face the challenges of contracting in the 21st century, I'm certain of several things. First, acquisition streamlining and limited resources are here to stay. Second, we'll be hit with information and technology explosions. Third, we will not, and must not, falter from our mission of providing top-notch support to the soldier in the field.

This means we'll have to respond to constantly changing technologies and field requirements, and process information faster, with fewer resources. At the same time, we must improve the quality of our solicitations.

"Do more with less" isn't just a catch phrase, it's reality. To survive, we must adopt smarter ways of doing business. Plain English is a powerful tool for doing so, because it increases internal productivity and solicitation quality. That's why I've made plain English one of my personal "harps", or streamlining issues that I'll present for Army-wide implementation.

Read this pamphlet, use plain English, and join us as we improve the acquisition process to meet the challenges of contracting in the 21st century.

**Leon E. Salomon
General, U.S. Army
Commanding
U.S. Army Materiel Command**

ACKNOWLEDGMENTS

The U.S. Army Materiel Command (AMC) is issuing this handbook to help our acquisition community implement plain English at their Commands. You should use it with other Army regulations that mandate this writing style.

We asked the U.S. Army Tankautomotive and Armaments Command (TACOM) to be the lead for implementing plain English throughout AMC. We gratefully acknowledge TACOM 's efforts.

The authors of this handbook are Ms. Elizabeth Miller and Ms. Kimberlee Menzel. They would like to thank Mr. John Madden, Ms. Denise Klebans, Ms. Dorene Morris, and Mr. John Cash for their assistance. They're also grateful to the plain English POCs at the major subordinate commands who reviewed the draft pamphlet and gave comments on such short notice.

The authors extend their special thanks to MG James W. Monroe, a former Deputy Commanding General at TACOM, for his leadership, encouragement, and advice. While at TACOM, MG Monroe championed plain English, and established a plain English action team.

We encourage you to give this handbook to all acquisition personnel. Anyone who writes will benefit from it.

Both AMC and TACOM welcome your comments about this handbook. Please send your suggestions or questions to Elizabeth or Kimberlee at TACOM, ATTN: AMSTAAQDPB, Warren, MI 483975000, or call them at DSN 7867291. The AMC POC is Mr. Hamilton Reese, AMCAQE, DSN 2845098.

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PROCUREMENT

ACQUISITION & PLAIN ENGLISH

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CHAPTER 1

WHAT IS PLAIN ENGLISH?

Plain English writing is powerful, businesslike, and efficient. It's writing to inform, not impress. The goal of plain English writing is to produce precise, high quality documents that don't waste the reader's time with repetition or bureaucratic jargon.

Key Features

Plain English Writing:

- ** is clear, concise, and organized;
- ** is tailored to audience needs;
- ** doesn't include needless acronyms or jargon;
- ** puts the bottom line up front;
- ** gets straight to the point;
- ** encourages use of contractions and personal pronouns when appropriate;
- ** keeps the reader's interest with bullets, short paragraphs, and white space.

Plain English doesn't leave the reader guessing...

It clearly identifies who did what to whom, and who's responsible for follow-up actions. It does this by encouraging use of active voice (which we'll tell you about later).

Plain English Writing is Organized.

Even if your writing has all the other features we just talked about, if it's not organized, it's not plain English. Plain English demands organization. You must support your conclusion with clearly identified, and logically organized:

- ** background,
- ** facts, and
- ** analysis.

Plain English should be a welcome relief to anyone who's tried to plow through typical bureaucratic writing to find the main point.

Plain English doesn't mean you can oversimplify or leave out key facts.

Plain English Improves Quality.

Plain English doesn't mean overly simplistic or "Dick and Jane" writing. Applied properly, plain English principles will improve any document, from simple memos to lengthy reports.

Readers will easily locate background, facts, alternatives, and required actions. Your ideas will be more powerful, because readers will focus on your message, instead of trying to figure out what your message is.

Plain English Highlights and Demands Excellence.

If you're well prepared, and your writing is clear, logical, and organized, plain English will allow your excellence to shine through. On the other hand, writing in plain English means you can't hide mistakes, disorganization, or lack of research behind confusing sentences or flowery phrases. If you're uncertain or unprepared, it shows.

Accept the challenge. Allow nothing less than plain English from yourself and your subordinates.

Plain English is Sophisticated.

It will improve even your most complex technical documents and solicitations. Complicated ideas are easier to follow when they're well organized, and not buried under jargon or bureaucratic language.

Plain English Improves Legal and Business Writing

Lawyers, in increasing numbers, are using and endorsing plain English. Many universities are training law students to use plain English, and offering how-to seminars for practicing attorneys. The business community is following suit. Since plain English improves efficiency, it has strong appeal to anyone interested in their bottom line. We've listed several legal and business writing books that endorse plain English in [Appendix I](#).

If your writing is clear and logical, Plain English allows your excellence to shine through. On the other hand, if you're uncertain or unprepared, it shows.

Plain English is the Army Writing Style.

Unclear orders and instructions can lose battles. Military leaders have long recognized this fact. That's why the Army supports plain English. DA Pamphlet 600-67 enforces a plain English writing style.

Some historians think poorly written orders contributed to Custer losing his "last stand."

"The [Officer Professional Development] Study determined the most important skills at various ranks...Generals said that oral and written communications were the most important."

For most of us, the quality of our writing won't change the course of history. But it directly impacts how well we do our jobs.

CHAPTER 2

WHY USE PLAIN ENGLISH?

The Department of the Army and the Army Materiel Command have adopted plain English as their writing style.

This means that all AMC Major Subordinate Commands will adopt Plain English as their writing style. Why should we do this?

*** Our Customers Asked Us To.**

We've talked to Defense contractors at conferences and through surveys. They said one of the biggest obstacles to doing business with the Government is our poorly written solicitations.

Plain English helps small and commercial firms.

Poorly written solicitations hit small and commercially-oriented firms especially hard. They can't afford a staff of analysts and lawyers to "translate Government-ese." Plain English solici-tations will help them better understand our requirements. The result: they'll submit more offers.

*** It's More Efficient.**

Plain English shortens a typical government document by 20% - 30%. When you don't write in plain English, you waste your time and your reader's time. Why? Because the document is usually longer and filled with government lingo and acronyms. We waste time writing, inputting, and reviewing a lot of unnecessary language because "that is the way we've always done it."

Let's say the writer and every reviewer each save one or two minutes a document. When we multiply that by the thousands of documents we process every year, the result is significant timesavings. With our diminishing resources, we must change our business operations by finding ways to be more efficient. Plain English writing is one of those ways.

To give you a clearer picture of how plain English makes you more efficient, take the time to look at the samples in the appendices. We've provided before-and-after versions of a memorandum, scope of work, clause, contract modification and J&A. If we've done our job right, the difference that plain English makes should just jump out at you!

*** It Will Help Us Be Competitive.**

By using plain English, you will save time and so will every other AMCer that reads or reviews your writing. We'll streamline our processes and increase efficiency across the board. In the future, we'll be competing with other agencies like the Defense Logistics Agency (DLA) and even private industry for work. Plain English can help us compete and win!

*** You'll Do A Better Job Getting Your Point Across.**

By writing in plain English, you'll communicate better with your audience -- whether it's a contractor or your own manager. Your readers won't have to wade through bureaucratic jargon to find your main point, so they'll focus on your message.

One comment we continue to hear is that plain English isn't legally sufficient. Some believe that if we don't use those "legalistic" phrases -

- * hereinafter,
- * thereto,
- * whereas,
- * the parties hereto

- a document isn't legally binding. This just isn't true. In fact, the opposite is true. A document that gets your point, or your requirement, across so that everyone can understand it will stand up better in a court of law.

*** It Carries Out a Reinventing Government Report Initiative.**

A key recommendation from Vice President Gore's "Reinventing Government" initiative was that each agency survey their customer base and correct customer-identified problems. Our plain English initiative fits hand-in-glove with the Vice President's goal.

*** It Will Improve Solicitation Quality.**

As we move toward performance specifications instead of military specifications, we will have to improve our writing skills. We won't be able to use the standard, existing specifications. It will be your responsibility to tell the contractor, in writing, what our performance requirements are. Writing our solicitations in plain English will be a very important part of making our transition to performance specifications a success.

<p>Plain English solicitations will have fewer ambiguities.</p>

As you start writing your solicitations in plain English, expect the number of corrective amendments, contractor misunderstandings and protests to decrease.

Don't take our word for it, look at the examples we've provided in the appendices. We've shown the before-and-after versions of some scope of work language and a "typical" contract clause. What do you think? Which version would you pick if:

- you were a contractor trying to understand the Government's requirement?

- you were a Program Manager trying to streamline your requirement?

We think the answer is obvious.

CHAPTER 3

PLAIN ENGLISH WRITING

Rules For Writing in Plain English

We've already defined plain English. We now want to explain some rules for writing this way. This handbook is not meant to be an English Grammar and Composition tutorial. But we do want to highlight certain rules that reinforce this writing style.

If you'd like more information on plain English, we recommend you read the books referenced in Appendix I.

* Use The Active Voice.

This is an important rule. Active voice means structuring sentences in a who-does-what order. Using the active voice, as opposed to the passive voice, accomplishes several things.

- Your writing will be more direct and concise.
- Your sentences will be, on average, 20% shorter.
- Your reader will know who or what is responsible for the action described.

Our efforts to deny or hide the existence of people account for most of our passive writing.

Most of your sentences should use a who-does-what order.

You can spot passive writing by looking for any form of *to be* plus the past participle of a main verb. For us non-English experts, this means look for *am, is, are, was, were, be, being, been*

PLUS a main verb usually ending in -*en* or -*ed*.

Look at these examples:

Passive - It is recommended that you sign the memorandum provided.

Active - We recommend you sign this memorandum.

Passive - The documents provided must be approved.

Active - The Chief must approve these documents.

* **Put The Main Point First.**

Expand the first paragraph or sentence of anything you write to include the key reason you're writing the document. Up-front, tell the reader what you want done or what conclusion you expect.

We Government writers like to build our argument first and then tell the reader what we want them to do or think. There is a problem with this approach. Once readers discover the main point, they usually have to reread the document to decide if they agree with the recommended action or conclusion. This costs time, and time costs money.

* **Write To Your Audience.**

There are five questions to ask yourself when applying this rule.

1. Who are my readers?
2. What are their interests?
3. How much do they know already?
4. What can I do to make it easy for them to understand or act?
5. How would I approach this if I had to talk to my audience instead of writing?

Who your audience is will determine how and what you write. Tailor the amount of detail, the level of difficulty, and the technical content to your audience needs.

What about acronyms? When can we use them? The answer is: it depends.

If you're sure your audience knows what an acronym stands for, use it. If you have any doubt, spell it out the first time.

* **Keep Paragraphs And Sentences Short.**

The rule for keeping paragraphs short is covering one main point per paragraph. There will be times when you'll need to let one point run for several paragraphs. In this case, divide your paragraphs where your thinking takes a turn. A paragraph should average four or five sentences.

A sentence should express one main idea. Long sentences usually contain more than one idea. Separate them. You should average under twenty words per sentence.

A shorter sentence can carry power, just like a look that speaks volumes.

Shorter sentences are easier to write and read. They also save time. You'll find it's usually a long, wordy sentence that slows down writing and reading.

Here's a note on writing style. Sentence variety is also important. Keep your readers interested by varying sentence structure. Our point is that you must avoid long, run-on sentences.

Look at this example:

Which is clearer?

The Chief of the Pricing Division has requested that we revise our Government position to include a more comprehensive analysis of the cost data we obtained from the contractor, Technical systems Incorporated.

OR

The Pricing Chief wants us to revise our position. She wants a more detailed analysis of TSI's cost data.

* Use Everyday Words.

We have to use common sense when applying this rule. The Government has created a language of its own. We use certain words that have a specific meaning to other Government workers, such as termination, reconciliation, rescinded, recoupment, and demilitarization. This list could go on for pages. Sometimes, we have to use the Government's language to get our point across. Using everyday words instead of Government terminology, in certain cases, may cause more confusion since they don't carry the exact meaning we need.

Having said that, we all need to be aware that, normally, an everyday word is better. **Appendix G** lists some simpler words or phrases you can use when writing. Review this list, and you'll see that simpler words are usually the better choice.

When you choose your words, pick the words and phrases that provide the clarity and precision your audience needs. Write to inform, not to impress, your audience.

* Use Personal Pronouns.

Government regulations and writing manuals now support the use of the personal writing style. One example is DA-Pamphlet 600-67. Although we know this, we go out of our way to avoid personal pronouns. We use the third-person writing style instead, choosing *it*, *this office*, *this agency* and *the undersigned* instead of *they*, *you*, *we*, *me* and *I*.

Look at this example:

Instead of:

It is the recommendation of this office that the approval authority indicated below, the Commanding General, sign this approval document.

Try:

We recommend you sign this document.

Using a third-person writing style forces us into using the passive voice instead of the active voice. It also makes our writing impersonal. People are an important part of what we write about; why avoid them?

Here's a note on writing style. Be careful not to use so many pronouns that readers lose sight of what the pronouns refer to. Also, if more than two sentences in a row begin with "we" or "I", this can suggest self-centeredness.

Take this writing style note into consideration. But realize, the Government has a long way to go before overuse of pronouns is a problem.

*** Use White Space and Bullets.**

Which is easier to read: A long, narrative sentence that contains a list of six ideas, or that same sentence with the ideas listed as bullets?

Answer - The sentence with the bullets.

Why is that? White space allows for easier reading, and bullets highlight the individual ideas of the list. Keeping your readers' visual interest helps them focus on your ideas. This will make your writing more powerful and dynamic. Using this rule effectively can help improve your writing style.

How you present your information can be as important as what you write.

*** Edit, Edit, Edit**

No matter how you write, if you want a good end product, you have to edit. The easiest way to do this is to read your product several times. Each time you read it, focus on one of these:

- Content
- Organization
- Grammar and Spelling
- Style

As you read it, try to remember the rules we've outlined in this handbook. Look for the passive voice, long sentences and paragraphs, and word selection. No writer can honestly say that a first draft can't be improved.

...there are days when the result is so bad that no fewer than five revisions are required. In contrast, when I'm greatly inspired, only four revisions are needed.

John Kenneth Galbraith

The more familiar you become with the plain English writing style, the less you'll have to edit.

For more on editing, look at Chapter 6, Plain English Editing Tools.

CHAPTER 4

PLAIN ENGLISH SOLICITATIONS

Plain English Solicitations are the Wave of the Future...

You probably already know that AMC, DA, and DOD are working to eliminate unnecessary requirements from solicitations. It just doesn't make sense to pay for "bells and whistles" that add little or no value.

With diminishing resources, every dollar we spend unwisely is a dollar less we have to spend on critical field support or research & development.

That's why higher headquarters is pushing hard for streamlined solicitations. This is a big change in the way the Government does business, but it's a necessary and important one.

Plain English and Streamlined Solicitations...

Plain English will play a key role in acquisition reform, because our solicitations won't be truly streamlined until we write them in plain English.

If you've applied templates and deleted unnecessary requirements from your solicitation, but it's not in plain English, you still have work to do.

If you're serious about acquisition reform you need to be serious about plain English.

If you wrote your solicitation in "typical" Government style, at least part of it is in passive voice. This means that some of the language is unclear.

Does this sound familiar? "The test shall be performed...the results shall be submitted...." If you're a good writer, and you carefully prepared your solicitation, the ambiguities won't be this obvious.

But one thing is certain. No matter how hard you and your team worked on your solicitation, if it's not in plain English there will be areas where it's unclear.

Unclear Language Means Unclear Requirements.

If contractors don't understand what we really want, odds are we won't get it. We'll end up paying for requirements we don't need, or squandering resources issuing clarifying amendments, fighting protests, or modifying contracts.

If your solicitation isn't in plain English it's too long, because it's packed with

unnecessary language. Everyone who enters, writes, reviews, or reads it wastes time.

Time and money are precious resources, and if you're not writing plain English solicitations you're wasting both.

Are plain English solicitations and contracts legally binding? You Bet.

If you write your solicitation in plain English, your intent will be clear. There will be fewer ambiguities to come back and haunt you. Remember, as the writer of the solicitation, the Government is accountable for any unclear language.

If a contractor or bidder challenges unclear language in a solicitation or contract, chances are we'll lose. Why take the risk when you'll do a better job of protecting the Government's interests by writing in plain English?

Plain English Amendments and Modifications

You should also write solicitation amendments and contract modifications in plain English. You'd be amazed at how much shorter and clearer the plain English versions are.

Much of the language we're used to seeing in amendments and modifications isn't useful. It's there because "that's how we've always done it." That reason isn't good enough anymore.

Compare the plain English and "old

style" modifications at [Appendix E](#). We think you'll agree that the plain English version is superior.

Examples of Contractual Plain English

See for yourself how plain English improves and shortens contracts. We've included "before and after" examples of scopes of work, a clause and a modification in Appendices B, C and E.

Plain English Solicitation Notice

To avoid any misunderstandings, let contractors know up front that we may be using personal pronouns in our contracts. Add a notice like the following to all your solicitations and contracts.

Throughout this contract, we may use the terms "we" and "you." The term we means the Government of the United States of America, and the term you means the contractor.

CHAPTER 5

IMPLEMENTING PLAIN ENGLISH

Tips For Command Implementation

Hopefully, you now have a good understanding of what plain English is and what it can do for you. The next step is to get plain English adopted at your Command. Every AMC Major Subordinate Command's Acquisition Center has named a point of contact. We've listed their names and numbers in [Appendix H](#). But they can't implement plain English alone. Here are some tips to help you adopt this initiative at your Command.

1. Get Management Support. For plain English to take hold, managers from the top down must consistently support and enforce it. Those of you who review and approve documents, at every level, must send documents back for rewrite if they're not in plain English. If you don't do this, your employees will think the status quo is what you want.

2. Initiate the Action. If you are responsible for writing or revising anything - write it or revise it using plain English. The only way your Command will be able to implement

this initiative is for you to just start writing in plain English. Whether you are a manager or staff, this change won't happen until you take the first step.

Solicitations won't be in plain English unless your clauses, scope of work, Section C boilerplate, and specifications are. Policies and procedures won't be in plain English unless you write them that way.

3. Spread The News. A good way to start is to give this Handbook and DA-Pamphlet 600-67 to as many employees as you can. Another way is to start a Plain English Bulletin Board on your Local Area Network or a Plain English Newsletter at your Command. Publish real examples of rewrites to memorandums, scopes of work, clauses, and technical documents. Let people see how powerful their writing will be when they switch to plain English.

4. Get Training. Both the United States Air Force Academy and the Career Achievement and Motivation Program (C.A.M.P.) offer great business writing classes you can schedule at your Command. If getting formal training isn't feasible, take the time to read some of the reference material listed in [Appendix I](#). Changing writing

style doesn't happen all by itself. Every writer has to take the initiative to improve.

5. **Don't Quit.** The wheels of Government move slowly. Don't get frustrated if your first attempts at plain English writing get shot down. For some, this change will be difficult.

CHAPTER 6

PLAIN ENGLISH EDITING TOOLS

AUTOMATED TOOL

If you have access to WordPerfect 6.0, its "Grammatik" program will analyze your writing. It identifies sentences, words, and paragraphs that are too long, or used inappropriately.

It also computes a "Reading Ease" score to tell you how many years of schooling your audience needs to understand your writing.

See your WordPerfect 6.0 handbook for more information about Grammatik. If you don't have WordPerfect 6.0, check your wordprocessing software to see if it has some type of write-check program.

There are many write-check programs available. They're packaged under different names, such as clarity index, reading ease score, and readability index. The degree of sophistication varies, but they have one thing in common. When used properly, they can help you improve your writing, and apply plain English principles.

MANUAL TOOLS

If you don't have access to an automated write-check program, you can manually calculate a clarity index.

Appendix F has step-by-step instructions for manual calculations.

None of the write-check programs are perfect, but they can help you pinpoint problem areas in your writing.

POTENTIAL PITFALLS

All of the automated write-check and manual clarity indices have limitations. Sometimes their recommendations are out of context or too simplistic.

For example, if you have a one sentence subject line in a memo, most automated programs will read your subject line as a paragraph, and tell you the paragraph is too short.

Skip those recommendations that don't make sense for your document.

QUICK SCREEN EDITING

Quick screen editing is a fast and simple way to "eyeball" your document, pin-point problem areas, and make necessary changes.

Quick Screen Editing:

- ** isn't sophisticated, but it gives a surprisingly good picture of your writing.
- ** is a valuable tool for managers, because they can use it to quickly evaluate and make suggestions about their employee's writing.

How To Do a Quick Screen Edit

STEP ONE:

Quickly scan the document and highlight:

- ** long, rambling sentences and paragraphs;
- ** language or information the audience doesn't need to know;
- ** unnecessary long words or bureaucratic jargon;
- ** passive voice. (See Chapter 3 for a definition of passive voice.)
- ** the main point of the document if it's not in the first or second paragraph.

STEP TWO:

- ** Shorten long sentences.
- ** Break long paragraphs into shorter ones, or use bullet lists for visual interest.
- ** Delete unnecessary language, long words, or bureaucratic jargon.
- ** Change passive voice to active unless there's a good reason for using passive (like when you DON'T want your readers to know who did what to whom).
- ** Put the main point up front if it's not already there.

For more information about, and an example of, quick screen editing see DA PAM 600-67, "Effective Writing for Army Leaders."

APPENDIX A

SAMPLE MEMORANDUM

ORIGINAL MEMORANDUM

(OFFICE SYMBOL)

MEMORANDUM FOR C, Some Office (Office Symbol)

SUBJECT: Draft Directive #####

1. Enclosed herewith are this office's comments regarding subject draft directive. Notwithstanding the fact that this office has submitted only relevant comments, request that special attention and emphasis be placed upon those comments regarding impact of the directive on small entrepreneurs.
2. Please apprise the undersigned of any concerns or questions regarding the attached comments.

Encl

(Signature Block)

PLAIN ENGLISH VERSION

(OFFICE SYMBOL)

MEMORANDUM FOR C, Some Office (Office Symbol)

SUBJECT: Draft Directive #####

1. Here are my comments about the draft directive. I'm concerned that this directive could put small firms at a disadvantage. Please take a hard look at this.
2. Call me at ext. ##### if you have any questions.

Encl

(Signature Block)

NOTE: The original version is an actual memorandum someone wrote, and what is scarier, someone signed.

APPENDIX B

SAMPLE SCOPE OF WORK LANGUAGE

These are samples a Program Manager's Office from the U.S. Army Tank-automotive and Armaments Command (TACOM) was kind enough to provide. We appreciate their assistance and obvious support of the Plain English initiative.

Example 1:

OLD: "The Contractor, as an independent contractor, and not as an agent of the Government, shall produce and deliver Cranes, data and services in accordance with Section B of this contract, the requirements in Section H of this contract, and the Contract Data Requirements List (CDRL), DD Form 1423."

NEW: "The Contractor shall produce and deliver Cranes, data and services required under this contract."

Example 2:

OLD: "The following items will not be loaded to the PMR: fiber rope, cordage, twine, abrasive cloth, papers, powders, polishing compounds, solvent, fuels, antifogging compounds, cleaning compounds, corrosion preventive compounds, de-icing compounds, metal cleaners, paints, primers, polishers, brooms, brushes, cleaning cloths, towels, glass cleaners, soap, wax, pigments, sealers, shellacs, thinners, varnish, preservatives, rust inhibitors and capsules, adhesives, cements, work clothing, caps, gloves, individual equipment, packs, bags, belts, solid fuels, coals, liquid fuels, gasoline, oil and greases. Any other consumable or expendable items which are not installed on the end item as an integral part of its design."

NEW: "You shall not provision consumable or expendable items unless they are installed as an integral part of the end item design."

Example 3:

OLD: "The Contractor shall assign LCNs to individual equipment items to facilitate data storage and retrieval. The structure of the number shall represent a hardware generation breakdown of the hardware. Any special support/test equipment and training equipment shall also be assigned a unique LCN as these items are identified through-out the LSA process. Each item of the vehicle, from the end item down to the third indenture level, and the front axle to piece part level, shall be assigned a unique LCN. The LCN will be assigned for each application of the item throughout the system to identify its relationship to the next higher assembly. The LCN structure must agree with the hardware breakdown as it will be displayed in the engineering drawings for the vehicle. The Contractor is responsible for ensuring the compatibility and integration of subcontractor/vendor LCNs with overall coding arrangements. An LCN family tree will be provided by TACOM for guidance in establishing the LCN structure. The Contractor's proposed numbering system shall be described in the LSA Plan and requires Government approval."

NEW: "You shall assign Logistics Control Numbers (LCNs) to individual equipment items to aid automated data storage and retrieval. The LCN structure shall represent a hardware generation breakdown of the end item. You shall assign a unique LCN to any special support or test equipment, or training equipment. You shall assign a unique LCN to each vehicle item. You will assign the LCN for each application of the item throughout the system to identify its relationship to the next higher assembly. The LCN structure must agree with the hardware breakdown, and you will display it in the engineering drawings for the end item. You are responsible for ensuring the compatibility and integration of subcontractor's and vendor's LCNs with the overall coding arrangement."

Example 4:

OLD: a. "In view of the importance placed by the Government on the evaluation of offerors' proposals for the purpose of selecting the successful offeror for contract award, it is understood and agreed that the contractor, in complying with the contract requirements as set forth herein, shall also adhere to the material terms of his proposal. The material terms of the contractor's proposal are identified in Exhibit X to the contract and performance in accordance therewith is considered to be a contract requirement."

b. "Notwithstanding the contractor's obligation to perform in accordance with Exhibit X, the contractor remains solely responsible for assuring compliance with all contract requirements at no additional cost to the Government. In the event the contractor determines that a conflict exists between the contract requirements and those material terms identified in Exhibit X such that he is unable to, or does not believe it to be con

-sistent with good design practice, to satisfy a contract requirement in accordance with the material terms proposed, he shall promptly notify the Procuring Contracting Officer of such and provide a recommended solution for Government approval. No change from the material terms of the contract Exhibit X shall be implemented without Government approval."

c. "The Contractor shall not be entitled to any upward price adjustment or schedule extension by reason of Government approval of a changed means of meeting contract requirements. In the event such changed means of compliance with contract requirements results in a cost savings to the contractor from that represented for the material terms, the contract price shall be equitably adjusted downward. Any such change shall be accomplished in accordance with Clause C.3, CONFIGURATION MANAGEMENT, BASELINE AND CONTROL, to the extent that is not in conflict with this provision which shall take precedence."

NEW: a. "The Government places a great deal of importance on the evaluation of offerors' proposals for the purpose of selecting the successful offeror for contract award. In view of this, the contractor understands and agrees to adhere to the material terms of his proposal in conforming and complying with the contract requirements. The material terms of your proposal are identified in Exhibit X to the contract, and performance in accordance with the Exhibit is a contract requirement."

b. "Notwithstanding your obligation to perform in accordance with Exhibit X, you remain solely responsible for assuring compliance with all contract requirements at no additional cost to the Government. You shall promptly notify the Procuring Contracting Officer and provide an alternative means of meeting contract requirements if you determine that a conflict exists between the contract requirements and the material terms. For example, you are unable to or do not believe it would be good practice to meet a contract requirement by the material terms proposed. We have the right to disapprove your proposed alternative means of meeting the contract requirements. If we disapprove your proposed alternative, then you shall either provide another alternative or comply with the material terms of your original proposal identified in Exhibit X. In any case, you remain completely responsible for meeting the contract requirements."

c. "You are not entitled to any upward price adjustment or schedule extension if you use an alternative means of meeting contract requirements. If an alternative means of complying with contract requirements results in a cost savings to you from that which would have been incurred by performance in accordance with the material terms specified in your original proposal, then the contract price shall be equitably adjusted downward. Documenting a proposed alternative to Exhibit X shall be accomplished in accordance with clause C.3, CONFIGURATION MANAGEMENT, BASELINE AND CONTROL. This provision shall take precedence if there is any conflict with clause C.3."

APPENDIX C

SAMPLE CLAUSE

ORIGINAL CLAUSE Drawing Limitation

- (a) The drawings forming a part of this contract specification or technical description, while adequate to permit manufacture, are engineering design drawings and are intended to (1) depict completed end items, and (2) serve as the basis for the inspection of the contract items. As such, they are not shop or process drawings.
- (b) To this extent it is then foreseeable that notwithstanding contractor adherence to a specified range of dimensions and tolerances for each individual part, there could result cumulatively an unacceptable fit condition affecting interchangeability or function of the contract item.
- (c) In recognition of the type of Government drawings provided, and their purpose and limitation as stated above, the Contractor shall at his own expense be responsible for the preparation of his own shop or process drawings or other supplemental manufacturing documentation as are necessary to insure that the contractor will manufacture within the ranges of dimensions and tolerances specified, so that when considered cumulatively, the result will be a contract item that conforms to Government drawings. To the extent that the contractor fails to take into account the cumulative impact of dimensions and tolerances resulting in a condition affecting interchangeability or function of the contract item, he shall be responsible to correct such condition at no additional cost to the Government and no delivery schedule extension.

PLAIN ENGLISH VERSION Drawing Limitation

- (a) The drawings supplied with this contract are not shop or process drawings. They are engineering design drawings. They are adequate to permit manufacture, and:
- (1) depict the completed item(s), and
 - (2) serve as the basis for inspection of the completed item(s).
- (b) These drawings don't cover intermediate steps in the manufacturing process. As a result, even if you meet all the dimensions and tolerances specified in the engineering design drawing for each individual part, a cumulative unacceptable fit for the contract item could result.
- (c) You are responsible for producing the shop or process drawings needed to cover intermediate steps in the manufacturing process.
- (d) If you fail to produce an end item with a cumulative fit that conforms to Government drawings, or other supplemental manufacturing documentation, you'll be responsible for correcting this condition at no additional cost to the Government and no delivery schedule extension.

	WORDS	CLARITY INDEX (Target 30 - 35)
OLD VERSION	226	111
NEW VERSION	140	35

APPENDIX D

SAMPLE J&A

Don't use this appendix as a J&A format guide. We modified the original J&A to shorten it. Our intent is to show that you can write J&As in plain English. We are not saying the content is good or bad, just that it would be easier to understand in plain English.

ORIGINAL J&A

DEPARTMENT OF THE ARMY JUSTIFICATION FOR OTHER THAN FULL AND OPEN COMPETITION

1. Contracting Agency: The United States Army *Widget Command* proposes to acquire the supplies described herein under the authority of this Justification for Other Than Full and Open Competition.
2. Description of Action: It is proposed to negotiate a Firm Fixed Price contract modification to increase the scope of work under DAAX0193C0123 with *Alias Corporation of Big City, IN* for an additional quantity of 104 each widgets. The Contracting Officer will negotiate with the contractor to obtain the best possible price for the Government.
3. Description of Supplies:
 - a. NOUN: *Widget, Portable, Mounting*
 - b. QUANTITY: 104 Each
 - c. NSN: 1234567890123
 - d. VEHICLE USE: Used by Army postal units.
 - e. ESTIMATED VALUE: \$900,000
4. Authority Cited: Statutory authority permitting Other Than Full and Open Competition for this action is 10 U.S.C. 2304(c)(1), as implemented by FAR 6.3021 "Only one responsible source and no other supplies or services will satisfy agency requirements."
5. Reason for Authority Cited:
 - a. Only an award to *Alias Corporation* will enable the government to meet the 4Q95 required delivery date. The equipment is required by 4Q95 to meet activation dates for applicable units. It would not be possible to execute a competitive procurement for the 104 widgets and meet the required delivery date.
 - b. *Alias Corporation* is the only source able to deliver additional widgets which will match the logistical software/documentation already provided under contract DAAX0193C0123. This is required due to the stringent criteria applied to equipment when fielding to military units in order to insure personnel safety,

optimum mission performance, and complete integrated logistical support. The *Alias Corporation* widget has already met this stringent series of criteria, whereas to introduce a different make/model would take years before equipment of a different design from a different source could be fielded. Sep 2001 is the earliest we could award a competitive contract, since FY 2001 is the earliest that dollars for a competitive contract would be available. Deliveries for such an award would be in Sep 2003, due to the realities of the DOD budgeting (Procurement Appropriation) and leadtime factors. (Dollars for this award are available only due to the reduced costs associated with the noncompetitive nature of this action.)

c. An award to any other contractor other than *Alias Corporation* would result in significant additional costs to the Government in a number of areas. Between the time required to prepare an updated technical data package, the time required for the administrative leadtime necessary for a competitive award, the time required for the new source to prepare and submit the logistical data, the time required for the Government functional personnel to evaluate the contractor data submissions for the new make/model, the award and delivery under a competitive procurement would be so far in the future that bids from the potential sources would be significantly higher. The contract value under a competitive approach would consequently be appreciably higher. Furthermore, additional money would be required again for numerous Government agencies, such as Military Traffic Management Command, the Surgeon General's Office, the US Army TMDE Agency, etc. to evaluate the accomplishment of contractor and Government personnel in meeting all the elements prior to materiel release being granted on a different make/model. Only by awarding to *Alias Corporation* can this multifaceted cost duplication be avoided.

d. The costs to the Government, however, are not merely measured in above terms. Just as significant are the readiness costs and long term, lifecycle costs when additional training, maintenance, operator level PMCS training and work requirements, drain limited manpower and financial resources. This creates workload backlog, decreased efficiency and greater need for wider variety of support equipment in everything from repair parts to transportation resources. This impact is felt not just in the battlefield but also in the wholesale organic support structure, i.e., NICPs such as Widget Command, depots, DLA, etc., designed to support the soldier in the field. From a business, as well as from a military operational perspective, it is essential that we achieve this standardization of equipment.

e. In accordance with this need to achieve standardization of equipment essential for readiness, only the specific make and model by *Alias Corporation* will satisfy the need for additional equipment or replacement items. This is imperative for optimum unit and materiel readiness. The US Army Postal School, in their memo dated 10 Jul 94, stated that:

"Force projection postal planning has postal platoons employed on the battlefield, not necessarily aligned with the same company headquarters that they trained with in peacetime. Having multiple type widgets could pose a training, maintenance and repair parts problem as platoons are shifted between headquarters to support changes in battlefield conditions and METTT considerations.

Maintaining multiple type widgets in the system will most certainly increase each company headquarters requirements for maintaining additional lines of PLL in the form of repair parts. The postal company only has operator level maintenance capability and the (supporting) personnel services battalion has insufficient maintenance personnel to compensate. With multiple widgets in the system, operator level PMCS training and work requirements would also increase, severely taxing already overburdened postal units."

f. Only by awarding to *Alias Corporation* can we avoid jeopardizing readiness if these units were to deploy without their required equipment. There are no assets on hand and no substitutes possible. Awarding to *Alias Corporation* would be fulfilling the program objective of the Competition Advocacy Program as stated in AR 7151:

"The Competition Advocacy Program is intended to promote and maximize efficient and effective competition for Army Procurements by using pressures of an open marketplace to obtain goods and services at fair and reasonable prices without reducing quality, readiness, or security."

6. Efforts to Obtain Competition:

a. There were two solicitations issued prior to the award of contract DAAX0193C0123 to *Alias Corporation* on 6 Jan 93.

b. The first solicitation, DAAX0191RF111, was issued 25 Jul 91 with a closing date of 14 Sep 91. The original solicitation for 41 Each with a 100% option was sent to 17 companies. Only one company, however, responded. Since there was no history on the sole offeror, a preaward survey and audit were prepared and completed on 5 Jan 92. Despite several negotiation sessions with *Allonym Incorporated*, their Best and Final Offer in Mar 92 was determined to be unacceptably high in price. The solicitation was cancelled in Apr 92 with the anticipation of healthier competition on a subsequent solicitation.

c. Solicitation DAAX0192RF114, issued 5 Jun 92, achieved this objective. Over 80 firms were solicited in this second attempt to achieve a successful, competitive award. This solicitation for 42 widgets and software (no option clause) closed 2 Aug 92. The minor reduction in quantity and the elimination of the option was driven by the decline in Army requirements caused by overall military downsizing. Three companies responded by the closing. A fourth company submitted a late proposal which was returned unopened.

d. After negotiations with the three offerors and a finding of effective price competition award of contract DAAX0193C0123 was made to *Alias Corporation* on 6 Jan 93.

7. Action to Increase Competition: Due to the necessity of the logistical software matching *Alias Corporation of Big City, IN's* "locked in" configuration (i.e., what can now only be deemed as a specific/proprietary configuration), no actions are planned to increase competition.

8. Market Survey: Market survey actions taken include synopsis of the additional 104 widgets in the Commerce Business Daily.

9. Interested Sources: No other firm has expressed interest in the acquisition.

10. Other Factors: None.

11. 14. Certification and Fair and Reasonable Price Determination paragraphs: Not provided.

PLAIN ENGLISH J&A

DEPARTMENT OF THE ARMY JUSTIFICATION FOR OTHER THAN FULL AND OPEN COMPETITION

1. Contracting Agency: United States Army *Widget Command*.
2. Description of Action: A negotiated, Firm Fixed Price modification to DAAX0193C0123. We will increase this contract's scope of work by 104 widgets. The contractor is the *Alias Corporation of Big City, IN*. The basic contract has a quantity of 42 widgets and no option.

3. Description of Supplies:

- a. NOUN: *Widget, Portable, Mounting*
- b. QUANTITY: 104, No option
- c. NSN: 1234567890123
- d. VEHICLE USE: U.S. Army Postal vehicles.
- e. ESTIMATED VALUE: \$900,000

4. Authority Cited: 10 U.S.C. 2304(c)(1). Implemented by FAR 6.3021, "Only one responsible source and no other supplies or services will satisfy agency requirements."

5. Reason for Authority Cited:

- a. Only by awarding to the *Alias Corporation* can we:

- (1) meet our required delivery date, 4Q95, and
- (2) comply with the *Postal School's* mandate to standardize readiness essential equipment.

b. To meet their activation dates, postal units need this equipment delivered by 4Q95. The *Alias Corporation* is the only company that can meet this delivery date. We couldn't complete a competitive procurement by this date because, currently, no other company meets the logistical and documentation criteria for this widget. To go out competitively, we would need more time and money to:

- (1) update the technical data package (\$XXXX),
- (2) solicit competitively,
- (3) allow a new source time to prepare and submit the logistical data (\$XXXX),
- (4) evaluate and approve the new source's data for a new make and model (\$XXXX), and
- (5) award the contract.

Several Government agencies besides us would have to evaluate and approve a new source's data. These include the Military Traffic Management Command, the Surgeon General's Office, and the Army TMDE Agency. This would duplicate costs already incurred under our existing contract with the *Alias Corporation*.

- c. Only the *Alias Corporation's* widget will satisfy the US Army *Postal School's* mandate for standardizing readiness essential equipment. In their memo to us, dated 15 Aug 94, they stated:

"Force projection postal planning has postal platoons employed on the battlefield, not necessarily aligned with the same company headquarters that they trained with in peacetime. Having multiple type widgets could pose a training, maintenance and repair parts problem as platoons are shifted between headquarters to support changes in battlefield conditions and METTTT considerations.

Maintaining multiple type widgets in the system will most certainly increase each company headquarters' requirements for maintaining additional lines of PLL in the form of repair parts. The postal company only has operator level maintenance capability and the (supporting) personnel services battalion has insufficient maintenance personnel to compensate. With multiple widgets in the system, operator level PMCS training and work requirements would also increase, severely taxing already overburdened postal units."

d. We must consider our user's needs and the Army's goals regarding standardization. This issue affects readiness and lifecycle costs. To award to someone other than *Alias Corporation* would create

a need for a wider variety of support equipment, from repair parts to transportation resources. This would also increase training and maintenance costs and operator level PMCS training and work requirements. Not standardizing this widget would affect both the postal unit in the battlefield, as well as the wholesale organic support structure; that is, NICPs like us, depots, and DLA. Only by awarding to the *Alias Corporation* can we avoid jeopardizing postal units' readiness. There are no assets on hand and no substitutes possible.

6. Efforts to Obtain Competition:

a. We issued two solicitations before awarding contract DAAX01C930123 to the *Alias Corporation* on 6 Jan 93.

b. We issued the first solicitation, DAAX0191RF111, for 44 widgets with a 100% option on 25 Jul 91. The closing date was 14 Sep 91. We sent this solicitation to 17 companies. One company, *Allonym Incorporated*, responded. Based on audit results and after negotiating with *Allonym*, we determined their best and final offer was unacceptably high in price. We cancelled this solicitation in Apr 92. We were hoping for better competition on the next solicitation.

c. We issued the second solicitation, DAAX0191R114, for 42 widgets and software with no option on 5 Jun 92. We sent this solicitation to over 80 companies. Military downsizing caused the minor quantity reduction and the elimination of the option. Three companies responded by the closing date. (A fourth company submitted a late proposal which we returned unopened.) We negotiated with the three companies. Since we had effective price competition, we awarded contract DAAX0193C0123 to the *Alias Corporation*.

7. Actions to Increase Competition: We don't plan on trying to increase competition on this part. We are now "locked in" to *Alias Corporation's* configuration. Only this configuration will achieve standardization, and only *Alias* can meet our logistics software and documentation requirements.

8. Market Survey: We synopsized the 104 widget requirement in the Commerce Business Daily.

9. Interested Sources: No other firm has expressed interest in this acquisition.

10. Other Factors: None.

APPENDIX E
SAMPLE MODIFICATION
ORIGINAL VERSION -- UNILATERAL

CONTINUATION SHEET	MOD NO:	PAGE:
--------------------	---------	-------

SECTION A -- SUPPLEMENTAL INFORMATION

CONTRACT FOR: ENGINEERING SUPPORT, BIGWHEEL, TRUCK, TOY

PREVIOUS NET VALUE OF CONTRACT: \$552,000

TOTAL THIS ACTION: \$110,000

NEW THIS CONTRACT: \$662,000

1. This Seventh Modification, a unilateral agreement, is entered into by and between the United States of America, hereinafter referred to as "the Government" represented by the Procuring Contracting Officer executing this agreement and the *Toyco Corporation*, a corporation organized and existing under the laws of the state of *Iowa*, with offices located in the state of *Iowa*, the city of *Des Moines*, hereinafter referred to as "the contractor", represented by the corporate official executing this agreement;

WHEREAS, there is now in force between the Government and the contractor, hereinafter referred to as the parties hereto, a contract identified as DAAX01-93-C-0123, which together with all modifications thereto, is hereinafter referred to as the contract; and

WHEREAS, pursuant to paragraph H.XX of the contract entitled OPTIONS SYSTEM TECHNICAL SUPPORT, the Government hereby unilaterally exercises its right to increase by option the manhours of effort under contract paragraphs H.XXY, H.XXV, H.XXZ and H.XXQ.

NOW THEREFORE, the Government hereby modifies the contract as set forth below:

a. Section B -- Supplies, Services and Prices: Page 2 and 3a are deleted and the attached pages 2, 3a through 3q modified to reflect the extended performance period resulting from this action is substituted as the existing contract page.

b. Section F -- Delivery or Performance: Page 48 is deleted and the attached page 48 modified to reflect the extended performance period resulting from this action is substituted as the existing contract page.

c. Section G -- Contract Administration Data: Page 49d through 49f are hereby added as the existing contract pages reflecting administrative data for this action.

WORDS -- 291
CLARITY INDEX -- 65

PLAIN ENGLISH VERSION -- UNILATERAL

CONTINUATION SHEET	MOD NO:	PAGE
--------------------	---------	------

SECTION A -- SUPPLEMENTAL INFORMATION

PRIOR NET VALUE OF CONTRACT: \$552,000

TOTAL THIS ACTION: \$110,000

NEW CONTRACT VALUE: \$662,000

1. This is a unilateral modification.
2. The purpose of this modification is to exercise 89,500 option hours.
3. Our right to exercise these option hours is in contract paragraphs H.XXY, H,XXV, H.XXZ, and H.XXQ.
4. The contract is modified as follows:

SECTION	DELETE PAGES	ADD PAGES	DESCRIPTION
B	2, 3a	2 thru 3q	Extend Performance Period
F	48	48	Extend Performance Period
G	49d thru 49f	49d thru 49f	Administrative Data

WORDS -- 94
CLARITY INDEX -- 23

APPENDIX F

CALCULATING A MANUAL CLARITY INDEX

WHAT IS THE CLARITY INDEX?

The clarity index (CI) is a numerical measure of how easy it is to read and understand a particular document. The higher its clarity index, the harder a document is to understand.

If you don't have access to an automated write-check program, you can use the manual clarity index to measure how user-friendly your writing really is.

The clarity index looks at average sentence length and the number of long words in a document. If your writing is loaded with long words and run-on sentences, it will have a high clarity index. If you write in plain English, odds are everything you write will have a clarity index within the recommended range.

WHAT IS THE RECOMMENDED CLARITY INDEX?

- ** The recommended clarity index is between 30 and 40.
- ** A clarity index over 40 means your writing is difficult to follow...you're losing your audience! (They're skipping paragraphs, napping, or both.)
- ** A clarity index under 20 means your writing is too abrupt and simplistic. (Your audience is snickering.)

WHY USE A CLARITY INDEX?

The clarity index gives you an objective picture of how effective your writing is. (If your draft memo has a clarity index of 100, you're not getting your point across. Your readers and your managers WON'T be impressed.)

HOW TO COMPUTE A CLARITY INDEX. (Adapted from DA PAM 600-67). Computing a clarity index is simple. Just follow the 8 steps below.

STEP 1. Pick a sample of your writing (200 words or less).

STEP 2. Count the total number of words.

STEP 3. Count the number of sentences.

STEP 4. Count the number of words with three or more syllables. Call these long words.

STEP 5. Divide the total number of words by the total number of sentences.

STEP 6. Divide the number of long words by the total number of words.

STEP 7. Multiply the answer you got in step #6 by 100.

STEP 8. Add the answer you got in step #5 to the answer you got in step #7. The result is the clarity index.

EXAMPLE. Now, we'll show you an example of how to compute the clarity index. The next page has a sample clause that we'll use, followed by our clarity index calculations.

SAMPLE LOCAL CLAUSE -- INTERCHANGEABILITY OF COMPONENTS

If the end item or any component part thereof is an item or part over which the Government does not possess design control, no change shall be made by the Contractor or any of its subcontractors in such item or part with respect to supplies delivered under this contract after approval of the first production test item, or after acceptance by the Government of the first completed end item, whichever first occurs, unless such change is first approved by the Contracting Officer.

In order to determine whether such change should be approved, the Government reserves the right to conduct another test at the contractor's expense, similar to one conducted on the first production item, if such test has already been performed. Any production or delivery delays occasioned by such retesting will not be considered an excusable delay as that term is used in the contract article entitled DEFAULT. Further, such delays shall not form the basis for an equitable adjustment in contract prices or an extension of delivery schedules.

- | | |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| STEP 1. | Pick a writing sample (200 words or less). We'll use the sample clause. |
| STEP 2. | Count the number of words <u>(169)</u> |
| STEP 3. | Count the number of sentences <u>(4)</u> |
| STEP 4. | Count the number of long words (words with three or more syllables) <u>(33)</u> |
| STEP 5. | Divide the total number of words by the number of sentences <u>(169/4 = 42.25)</u> |
| STEP 6. | Divide the number of long words by the total number of words <u>(33/169 = .195)</u> |
| STEP 7. | Multiply the answer you got in step #6 by 100 <u>(.195 X 100 = 19.5)</u> |
| STEP 8. | Add the answer you got in step #5 to the answer you got in step #7 <u>(42.25 + 19.5 = 61.75)</u>
The result is the clarity index. |

The clause has a clarity index of 61.75. It has major problems. Remember, the recommended clarity index is between 30 and 40.

By the way, a plain English version of this clause exists. Its clarity index is 36.

APPENDIX G

SIMPLER WORDS AND PHRASES

(Adopted From U.S. Air Force Academy Executive Writing Course)

Instead of

accompany
accomplish
accomplish (a form)
accordingly
accrue
accurate
achieve
actual
additional
adjacent to
advantages
advise
affix
afford an opportunity
aircraft
anticipate
a number of
apparent
appear
appreciable
appropriate
approximately
as a means of
ascertain
as prescribed by
assist, assistance
attached herewith is
attempt
at the present time

benefit
by means of

cannot
capability
category
close proximity
combined
comply
component
comprise
concerning
conclude
concur
confront
consequently
consolidate
constitutes
construct
continue
contribute
cooperate
currently

deem
delete
demonstrate
depart
designate
desire

Try

go with
carry out, do
fill out
so
add, gain
correct, exact, right
do, make
real

added, more, other
next to
helpful
recommend, tell
put, stick
allow, let
plane
expect
some
clear, plain
seem
many
proper, right
about
to
find out, learn
under
aid, help
here's
try
now

help
by, with

can't
ability
class, group
near
joint
follow
part
form, include, make up
about, on
close, end
agree
face, meet
so
combine, join, merge
is, forms, makes up
build
keep on
give
help
(leave out)

think
cut, drop
prove, show
leave
appoint, choose, name,
wish

Instead of

determine
develop
disclose
discontinue
disseminate
do not
due to the fact that

echelons
effect
elect
eliminate
employ
encounter
encourage
endeavor
ensure
enumerate
equitable
equivalent
establish
evaluate
evidenced
evident
examine
exhibit
expedite
expedition
expend
expense
explain

facilitate
factor
failed to
feasible
females
final
finalize
for example
forfeit
for the purpose of
forward
function
fundamental
furnish

has the capability
herein
however

identical
identify
immediately
implement
in accordance with
in addition
in an effort to
inasmuch as
inception

Try

decide, figure, find
grow, make, take place
show
drop, stop
issue, send out
don't
due to, since

levels
make
choose, pick
cut, drop, end
use
meet
urge
try
make sure
counter
fair
equal
set up, prove, show
check, rate, test
showed
clear
check, look at
show
hurry, rush, speed up
fast, quick
pay out, spend
cost, fee, price
show, tell

ease, help
reason, cause
didn't
can be done, workable
women
last
complete, finish
such as
give up, lose
for, to
send
act, role, work
basic
give, send

can
here
but

same
find, name, show
at once
carry out, do, follow
by, under
also, besides, too
to
since
start

Instead of

in conjunction with
 incorporate
 incumbent upon
 indicate
 indication
 initial
 initiate
 in lieu of
 in order that
 in order to
 in regard to
 interpose no objection
 in the amount of
 in the course of
 in the event that
 in the near future
 in view of
 in view of the above
 it is
 it is essential
 it is recommended
 it is requested

justify

legislation
 limited number
 limitations
 locate
 location

magnitude
 maintain
 majority
 minimize
 modify
 monitor

nebulous
 necessitate
 notify
 numerous

objective
 obligate
 observe
 obtain
 operate
 operational
 optimum
 option

participate
 perform
 permit
 personnel
 pertaining to
 place
 portion
 position
 possess
 preclude
 prepared
 previous
 previously
 prioritize
 prior to

Try

with
 blend, join, merge
 must
 show, write down
 sign
 first
 start
 instead of
 for, so
 to
 about, concerning, on
 don't object
 for
 during, in
 if
 soon
 since
 so
 (leave out)
 must
 I, we, recommend
 please

prove

law
 few
 limits
 find
 place, scene, site

size
 keep, support
 greatest, longest, most
 decrease, lessen,
 reduce
 change
 check, watch

vague
 cause, need
 let know, tell
 many, most

aim, goal
 bind, compel
 see
 get
 run, work
 working
 best, greatest, most
 choice, way

take part
 do
 let
 people, staff
 about, of, on
 put
 part
 place
 have, own
 prevent
 ready
 earlier, past
 before
 rank
 before

Instead of

probability
 procedures
 proceed
 proficiency
 programmed
 promulgate
 provide
 provided that
 provides guidance for
 purchase

reason for
 recapitulate
 reduce
 reflect
 regarding
 relating to
 relocation
 remain
 remainder
 render
 request
 require
 requirement
 retain
 review

selection
 similar
 solicit
 state
 subject
 submit
 subsequent
 subsequently
 substantial
 sufficient

terminate
 that
 therefore
 there are
 there is
 thereof
 this office
 time period
 transmit
 transpire

until such time as
 (the) use of
 utilize, utilization

validate
 verbatim
 via
 viable

warrant
 whenever
 whereas
 with reference to
 with the exception of

/

Try

chance
 rules, ways
 do, go on, try
 skill
 planned
 announce, issue
 give, say, supply
 if
 guides
 buy

why
 sum up
 cut
 say, show
 about, of, on
 about, on
 move
 stay
 rest
 give, make
 ask
 must, need
 need
 keep
 check, go over

choice
 like
 ask for
 say
 submit
 give, send
 after, later, next
 after, later, then
 large, real, strong
 enough

end, stop
 (leave out)
 so
 (leave out)
 (leave out)
 its, their
 us, we
 (either one)
 send
 happen, occur

until
 (leave out)
 use

confirm
 word for word, exact
 in, on, through
 workable

call for, permit
 when
 since
 about
 except for

and, or

APPENDIX H

Plain English POCs

AMCCOM	Helen Joyce Steinman	DSN 793-6919
ATCOM	David Dau	DSN 693-3697
CECOM	Matthew Meinert	DSN 992-5556
CBDCOM	Dennis Longo	DSN 584-8611
MICOM	Louise Steil	DSN 746-4816
STRICOM	James Skurka Dave Creech	DSN 960-8274
TACOM	Kim Menzel Elizabeth Miller	DSN 786-8145
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ARDEC	Dianna McGinley	DSN 880-4735
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APPENDIX I

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